

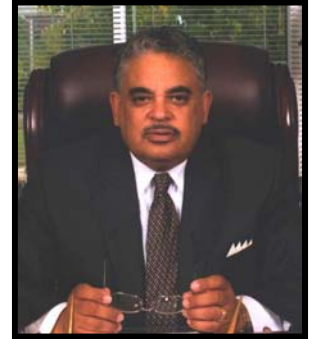
Protector of Civil Rights  
 Voice for Equality  
 Catalyst for Positive Change

## Catalyst for Positive Change



## *KENTUCKY COMMISSION ON HUMAN RIGHTS*

The Heyburn Building  
332 West Broadway, 7<sup>th</sup> Floor  
Louisville, Kentucky 40202  
Phone (502) 595-4024  
Toll Free 1-800-292-5566  
Fax (502) 595-4801  
TDD (502) 595-4084  
<http://kchr.ky.gov>



November 15, 2007

### **A Message from Executive Director John J. Johnson**

I am very pleased to submit the 2008-2012 Strategic Plan of the Kentucky Commission on Human Rights (KCHR). The plan is responsive to observations and recommendations made in the February 2007 Blue Ribbon Commission Report. The Blue Ribbon Commission was a task force established to study the KCHR's ability to perform effectively. The Blue Ribbon's assessment that the KCHR is under-staffed and under-budgeted is reflected in many of the principal observations and recommendations in the Blue Ribbon report. This strategic plan, therefore, incorporates programs and improvements designed within the context of appropriate staffing and budget.

In 1960, Kentucky became the first state south of the Mason-Dixon Line to open its own human rights commission. Six years later, Kentucky became the first southern state to pass its own civil rights act. Kentucky has a rich history in the arena of civil rights, and there is no question that we have made great strides these last 47 years toward the various marks of equality. In the move forward, we will continue to work diligently to ensure that Kentucky is a place we are all proud to call home. We will strive to achieve our vision of the Commonwealth of Kentucky as a national leader in the arena of equal opportunity and human rights.

Today, we are mindful that our ability to impact these goals, in part, will depend on future funding and the generation of additional resources for the agency. As our Commonwealth welcomes new leadership, we look forward with hope to new challenges and new opportunities. To this end, we invite the public, our legislators, and fellow state agencies to stand in support of the Commonwealth's civil rights enforcement agency. We will be working these next four years toward more accessible jobs, housing, credit, and public accommodations and for a stronger, safer Kentucky, free of prejudice and hatred.

Last year's memorial services for Rosa Parks and Coretta Scott King were national tributes to these powerful human rights advocates and the legacies of service they represented. Yet, they also served as stark reminders of the hurdles we must still overcome to realize our national commitment to equality and justice for all.

In Kentucky, we mourn the recent losses of tireless social justice champions: Anne McCarty Braden, Sterling Neal, Jr., Allie Corbin Hixson, the Honorable William E. McAnulty, and Galen Martin, the first Director of the Kentucky Commission on Human Rights and a man I worked with during my first tenure at the commission. This strategic plan is dedicated to them and to the memory of the many other unsung heroes who committed their lives to building a more just Kentucky. While they are no longer with us, their vision for a better world dedicated to the principles of equality lives on.

The new century has brought with it a new spirit of competition and urgency. America's and Kentucky's destiny depends on bringing out the best in all people. It is more important than ever to move our people forward and into a new day of hope where discrimination is an old, outdated concept, and where equal opportunity and diversity are appreciated and enjoyed. The Kentucky Commission on Human Rights will stand strong as we work with all Kentuckians to make these goals a reality.

“To safeguard all individuals within the state from discrimination because of familial status, race, color, religion, national origin, sex, age 40 and over, or because of the person’s status as a qualified individual with a disability ...; Thereby to protect their interest in personal dignity and freedom from humiliation, to make available to the state their full productive capacities, to secure the state against domestic strife and unrest which would menace its democratic institutions, to preserve the public safety, health, and general welfare, and to further the interest, rights, and privileges of individuals within the state.”

- KCHR’s Mandate under the Kentucky Civil Rights Act

“America did not invent human rights.  
In a very real sense... human rights invented America.”  
– *President Jimmy Carter*

Discrimination is defined in The Kentucky Civil Rights Act (KRS 344) as any direct or indirect act or practice of exclusion, distinction, restriction, segregation, limitation, refusal, denial, or any other act or practice of differentiation or preference in the treatment of a person or persons, or the aiding, abetting, inciting, coercing, or compelling thereof made unlawful under this law.



The Kentucky Commission on Human Rights  
Board of Commissioners

Chair Henry Curtis, Frankfort  
Representing the 5th Supreme Court District

Robert Asseo, Florence  
Representing the 6th Supreme Court District

Henry Blythe, Mayfield  
Representing the State-at-Large

Duane Bonifer, Greensburg  
Representing the 3rd Supreme Court District

Thurmond Coleman, Sr., Louisville  
Representing the State-at-Large

William Turner, Lexington  
Representing the State-at-Large

Betty J. Dobson, Paducah  
Representing the 1st Supreme Court District

Robert S. Peters, Lexington  
Representing the State-at-Large

Alma L Randolph, Owensboro  
Representing the 2nd Supreme Court District

George McDade Staples, Pineville  
Representing the State-at-Large

**Kentucky Commission on Human Rights**  
**Strategic Plan**  
**2008-2012**  
**Table of Contents**

*Agency Mission, Vision and Values*

Mission Statement

Agency Vision

Guiding Principles

<b>PART I. Executive Summary</b>	8
Performance Assessment	8
Kentucky Trends and KCHR	9
Future Direction, Expectations, and Priorities	10
<b>PART II. Statutory Authority</b>	14
Agency History	14
Statutes and Protected Classes	14
<b>PART III. KCHR's Major Activities</b>	16
Kentucky Civil Rights Act	16
Enforcement Process	17
Education and Outreach	19
Outreach Programs in the Spotlight	20
New Initiatives in the Spotlight	23
<b>PART IV. Plan of Action</b>	25
Goal 1: <i>High Quality Investigations with Timely Service</i>	25
Goal 2: <i>Increased Agency Visibility through Communications &amp; Programming</i>	26
Goal 3: <i>Enhance State-wide Partnerships &amp; Advocacy Efforts</i>	27
Goal 4: <i>KCHR as a Model Workplace</i>	28
<b>PART V. Key External Factors</b>	29
Influences outside KCHR control impacting success	29
Statement of the KCHR on External Factors	29
<b>PART VI. Major Partners</b>	30
Equal Employment Opportunity Commission	30
U.S. Department of Housing and Urban Development (HUD)	30
Local Human Rights/ Human Rights Organization Partners	32
New Partnerships	35
<b>PART VII. Conclusion</b>	36
<b>PART VIII. KCHR Staff</b>	39

Kentucky Commission on Human Rights  
Mission, Vision, Values  
2008-2012

MISSION

**Mission**

To end discrimination in Kentucky through the fair application of the law, the efficient use of resources, and productive statewide partnerships.

To foster mutual understanding and respect among Kentucky's diverse population.

VISION

**The Commonwealth of Kentucky** as a national leader in the arena of equal opportunity and human rights.

**The Kentucky Commission on Human Rights** as the trusted protector of citizen's civil rights, the public's voice for human rights and equality under the law, and a catalyst for positive change.

**The work of Local Human Rights Commissions and Civil Rights Partners** lifted up as models for communities across the Commonwealth and beyond.

**Increased opportunity for the people in Kentucky** through access to jobs, housing, credit, and public accommodations; safer, stronger communities based on principles of equality rather than principles of hate; an increasingly positive national image of Kentucky as a state on the rise, committed to equality, diversity, and protecting the rights of all who live within its borders.

VALUES

**Honesty:** *Truth-telling as the foundation of our work.* We pledge to maintain open communication lines, to be transparent in our goals and our work, and to be reliable supporters of each Kentuckian's human rights under the law.

**Integrity:** *Keeping our word and commitments.* We pledge to have the courage to stand publicly in the service of justice and human dignity, even in the face of powerful adversaries. We will give timely and professional high quality service in pursuit of our mission.

**Justice:** *A commitment to equality and access for all before the law.* We pledge to be driven in all our investigative and legal duties by an impartial and accurate analysis of available facts and the law, and no other influence. We will seek through all our work to do justice to the powerful legacies of the lives given in pursuit of human rights in our Commonwealth.

**Respect:** *Respect for the principles of civil rights laws, for the people we serve, and for our colleagues.* We pledge to listen to the needs of Kentucky citizens, acting on and affirming what we can. If we disagree, we will do so with honesty, knowledge, explanation, and care. We will strive to be leaders in embracing diverse perspectives, histories, and beliefs in our communities and in our workplace.



## I. Executive Summary: Performance Assessment Overview

Last fiscal year, the Kentucky Commission on Human Rights received 2850 phone calls and letters from people in Kentucky who were concerned they may have been victims of discrimination. From these inquiries, the Commission filed 423 complaints alleging illegal discrimination. *This is the highest number of complaints in the Kentucky Commission on Human Rights 47-year history.* Currently, our investigative staff is processing approximately 300 discrimination complaints and our attorneys are litigating 30 cases.

### NUMBER OF COMPLAINTS FILED July 1, 2006 to June 30, 2007

Type	Last Year 2006	This Year 2007
Employment	297	352
Housing	30	37
Public Accommodations	56	43
<b>Total</b>	<b>383</b>	<b>432</b>

### BASIS OF CASES FILED July 1, 2006 to June 30, 2007

	Basics	Employment	Housing	Public Accommodation	Financial Transaction	Totals
Race & Color		159	12	22	0	193
Sex		84	4	3	0	91
Age (40+)		47	0	0	0	47
Religion		4	0	0	0	4
Disability		51	13	22	0	86
National Origin		20	0	10	0	30
Retaliation		34	5	0	0	39
Familial Status		0	6	0	0	6
Smoking		0	0	0	0	0
<b>Totals</b>		<b>399</b>	<b>40</b>	<b>57</b>	<b>0</b>	<b>496</b>

### NUMBER OF COMPLAINTS CLOSED July 1, 2006 to June 30, 2007

Type	Last Year 2006	This Year 2007
No Probable Cause	209	300
Conciliation	45	6
Withdrawal	38	65
Withdrawal w/Settlement	25	26
Finding of Discrimination	2	
PC Conciliation	10	25
<b>Total</b>	<b>329</b>	



## I. Executive Summary: Kentucky Trends and KCHR

The Kentucky Commission on Human Rights is an essential key in any effort to reach the *State's Highlight Goals* featured in Kentucky's Long-Term Policy Research Center **Measures and Milestones 2006 Report**.

Table 1 provides an overview of some of the state's goals most closely aligned with the statutory mission of the Kentucky Commission on Human Rights. As we enter the next biennium, the commission's strategic plan is aligned with our vision of a future Commonwealth built on mutual understanding and respect. We have carefully crafted our four year plan to work in common cause with the overall recommendations of Kentucky's Long-Term Policy Research Center, understanding always that "United we stand; Divided we fall."

**Table 1: Measures and Milestones 2006 Report Goals Aligned with KCHR's Mission**

<b>Goal 1:</b> Kentucky communities will be safe and caring places that enable all citizens to lead productive, fulfilling lives	Direct Impact
<b>Goal 3:</b> Kentuckians will have decent, safe, and affordable housing	Direct Impact
<b>Goal 5:</b> Kentucky Communities will have high levels of trust and civic pride realized from broad citizen participation in their continuous development	Indirect Impact
<b>Goal 6:</b> Kentucky communities will value and respect all individuals regardless of culture, race, ethnic background, religion, or gender	Direct Impact
<b>Goal 8:</b> Kentuckians will have equal opportunity to obtain an internationally competitive education	Direct Impact
<b>Goal 10:</b> Kentucky's children will have safe, stable learning environments	Direct Impact
<b>Goal 11:</b> Kentuckians will promote partnerships among parents schools and communities to enhance the social and academic development of children	Direct Impact
<b>Goal 12:</b> Kentuckians will have opportunities to appreciate, participate in, and contribute to the arts and humanities and historic preservation	Direct Impact
<b>Goal 13:</b> Kentucky will end poverty and alleviate its adverse consequences and debilitating effects	Indirect Impact
<b>Goal 15:</b> Kentucky will benefit from participation in an integrated global economy	Direct Impact
<b>Goal 24:</b> Government at all levels will be accountable, open, participatory, and responsive to the changing needs of Kentuckians	Direct Impact
<b>Goal 25:</b> Kentucky will ensure a fair, equitable, and effective system of justice	Direct Impact
<b>Goal 26:</b> Citizens should continue to broaden their understanding of issues, play a role in the civic life of their communities, and recognize the enduring importance of their participation.	Indirect Impact

## I. Executive Summary: Future Direction, Expectations, Priorities

This year, the commission has produced its most comprehensive strategic plan in order to ensure that the lofty mission set by the Commonwealth of Kentucky and the trust of citizens in our offices is honored to the fullest extent of our capabilities.

**This biennium, the Commission has produced its most comprehensive strategic plan to address growing needs in Kentucky for leadership in the realm of civil rights.**

The KCHR strategic plan includes expanded programming in order to address the following factors impacting the Commission's goals:

- Significant presence of the Ku Klux Klan in Kentucky;
- Frequency of hate-related activities (According to the FBI, an 8 percent increase was recorded nationally last year);
- Increase in the diversity of Kentucky's population in regard to racial and ethnic minorities, including people with national origins other than the United States;
- Growing diversity of religions in Kentucky during a period in our nation where such diversity has proved to spur fear of terrorism and the loss of safety;
- Increase in the number of discrimination complaints made to the commission. Last year, the Commission received 423 complaints, the highest number in the agency's 47-year history. This represented a 10 percent increase from the 383 complaints the previous year.

**In the next biennium, the Commission on Human Rights must focus on four activities:**

- *The protection-of-the-mandates of the Kentucky Civil Rights Act*
- *The promotion-of-the-mandates of the Kentucky Civil Rights Act*
- *The enhancement- of-the-observance-of-the-mandates of Kentucky Civil Rights Act*
- *The evaluation-of-the-work-of-the-KCHR in advancing Kentucky Civil Rights Act mandates*

## I. Executive Summary: Future Direction, Expectations, Priorities

In the next biennium the Commission on Human Rights will have four focus areas: Protection, Promotion, Enhancement, and Evaluation.

**Protection:** From July 1, 2006 to June 30, 2007, the Enforcement Branch processed approximately 740 cases, a daunting number for almost any similar agency, and particularly when regarded in the context of a short staff and insufficient budget. The Intake Unit processed approximately 2,500 inquiries from members of the public who needed information about the protections of laws prohibiting discrimination.

*Strategic Goal 1* speaks directly to our plan for development.

**Promotion:** The KCHR in this biennium has designed and concentrated education and outreach programs to encourage discrimination law compliance. Education and Outreach efforts will also assist Kentucky Civil Rights protected classes and with an expanded focus on people living with disabilities; children, youth, and families; and minorities, including women and people with other national origins such as those in migrant and refugee communities. New educational initiatives, including the *KCHR Human Rights Leadership Training Institute* will be unveiled by 2009 focusing on high impact “train-the-trainer” opportunities for state-wide human rights workers, businesses, and state agencies. *Strategic Goal 2* of the Plan of Action details these initiatives and others aimed at increasing awareness of the mandates of the Kentucky Civil Rights Act.

**Enhancement:** The impact of discrimination on the life of any individual is difficult to measure. It may at once take a toll economically, socially, psychologically, and physically. The same can be said of the impacts prejudice, bias and bigotry have on society as a whole. Discriminatory acts assault the health of our democracy, the stability and safety of our communities, and the integrity of the core principles and faiths that our society is built upon. Currently, state-wide networks of organizations fostering human rights are inefficient. The KCHR has a commitment to strengthening awareness raising advocacy efforts and state-wide partnerships to prevent discrimination and hate detailed in *Strategic Goal 3*.

**Evaluation:** Since 2003, the commission has been expected to absorb cost-of-living and benefits increases without any increase in appropriations. Through this strategic plan, KCHR is taking an important step in the direction of enhanced fiscal responsibility through sound strategic management and efficient administrative systems and procedures. *Strategic Goal 4* outlines the commission’s plan to make KCHR a model workplace in Kentucky.

## I. Executive Summary: Future Direction, Expectations, Priorities

### KCHR Strategic Plan Executive Summary

#### **I. Protection: Administer existing state and federal anti-discrimination laws.**

##### *Goal 1: Deliver High Quality Investigations with Timely Service*

- Continually reassess administrative procedures, including intake, investigation, conciliation, and litigation to meet changing public needs and expectations;
- Promote and encourage the peaceful resolution of conflict between parties through a new mediation program;
- Conduct investigations in an impartial, fair, and respectful manner, focused at all times on evidence and analysis that will result in legally correct case decisions by the commission;
- Maintain a positive working relationship with the Equal Employment Opportunity Commission (EEOC) and the Department for Housing and Urban Development (HUD) resulting in greater federal financial support for the work of KCHR and increased public confidence in the KCHR's ability to handle discrimination;
- Develop conciliation strategies in probable cause cases that fully address the identified acts of discrimination with agreements designed to provide appropriate redress to the victim and to protect other members of the public from future similar acts of discrimination.

#### **II. Promotion: Promote voluntary compliance with the letter and spirit of the laws.**

##### *Goal 2: Increase Agency Visibility through communications and programming*

- Take positive steps to increase the public awareness of Kentucky's anti-discrimination laws and to make the commission's work more visible;
- Undertake high-impact non-discrimination educational initiatives targeting all protected classes and with an expanded focus on youth and families; women, minorities, people with other national origins; and, people living with disabilities;
- Host public educational, history, and recognition programs across the state;
- Maintain a website with accurate and up-to-date information for public use;
- Actively participate in organizations promoting equal opportunity, diversity, and human rights.

## I. Executive Summary: Future Direction, Expectations, Priorities

### KCHR Strategic Plan Executive Summary

#### **III. Enhancement: Advocate for equal opportunity and the dignity of Kentuckians.**

##### *Goal 3: Enhance State-wide Partnerships and Awareness Raising Advocacy Efforts*

- Provide technical and programmatic support for local Human Rights commissions;
- Provide education on the Kentucky Civil Rights Act principles of non-discrimination to businesses, professional organizations, state agencies and non-profit groups, schools, and to the public at large;
- Inform the public about the social and economic benefits to the state in protecting human rights for all people;
- Assist in reactivating the National Association of Human Rights Workers (NAHRW) Kentucky Chapter to develop a stronger statewide network of human rights workers;
- Speak out publicly on issues of human rights that impact Kentuckians quality of life including hate crimes and hate incidents;
- Advocate for changes in Kentucky law when necessary to ensure that Kentuckians receive full human rights protections;
- Be accessible and work in a collaborative manner with organs of state, civil society, and other agencies focused on fostering human rights.

#### **IV. Evaluation: Maximize the utilization of public resources through sound strategic management and efficient financial and administrative systems and procedures.**

##### *Goal 4: Develop KCHR into a Model Workplace*

- Work with the legislature to obtain funding for resources essential for efficient administrative law enforcement;
- Maintain a professional staff, hired for the skills, knowledge, and personal commitment they bring to human rights work; retain, recognize, and reward high performing employees;
- Provide training to help commissioners and staff be equipped to carry out all duties;
- Actively seek ways to use new technology to make the commission's work more effective, more accessible to the public, and more timely;
- Form and maintain partnerships with other entities—public agencies, businesses, individuals, and non-profit organizations—to maximize the impact of commission resources.

## II. Statutory Authority

### I. Agency History

The Kentucky Commission on Human Rights (KCHR) was established in 1960 to encourage fair treatment and discourage discrimination. In 1966, the Kentucky General Assembly passed, and Governor Edward T. Breathitt signed into law, the Kentucky Civil Rights Act (Kentucky Revised Statute [KRS] 344), making Kentucky the first state in the South to have enforcement powers over civil rights violations.

With an 11-member board of commissioners, an executive director and 33 (current) staff members, the agency receives, initiates, investigates, conciliates and rules upon jurisdictional complaints alleging violations of the Kentucky Civil Rights Act. Certified with substantial equivalency to the U.S. Department of Housing and Urban Development and the U.S. Equal Employment Opportunity Commission, the Kentucky Commission on Human Rights also enforces the policies set forth in The U.S. Civil Rights Act, The U.S. Fair Housing Act, The U.S. Americans with Disabilities Act and other federal civil rights laws.

KCHR is also mandated by KRS 344 to educate members of the public about their rights under the law to live free from discrimination in Kentucky. The agency conducts a comprehensive program of education, training, outreach, partnerships, and public awareness initiatives to vigorously carry out this task.

### 2. Statutes and Protected Classes

The Kentucky Civil rights Act prohibits discrimination based on race, color, religion, national origin, age (40 and over) sex, disability and familial status (in housing) in employment, housing, public accommodations and financial transactions.

**Table 2. KCHR Statutory Authority:**

<b>Kentucky Civil Rights Act KRS 344</b>	<b>Race/ Color</b>	<b>Religion</b>	<b>National Origin</b>	<b>Sex<sup>1</sup></b>	<b>Familial Status</b>	<b>Disability</b>	<b>Age (40 or over)</b>	<b>Tobacco Smoking Status</b>
Employment <sup>2</sup>	X	X	X	X		X	X	X
Public Accommodations	X	X	X	X		X		
Housing	X	X	X	X	X	X		
Financial Transactions	X	X	X	X		X		
Retaliation								

<sup>1</sup> Includes pregnancy and sexual harassment

<sup>2</sup> Employers of eight or more people (15 in a disability claim).

## II. Statutory Authority

When The Kentucky Civil Rights Act was passed in 1966, it prohibited discrimination in the jurisdictions of employment and public accommodations against people based on the protected classes of race, national origin, color, and religion. In following years until, most recently in 1992, the General Assembly passed amendments that expanded the protected classes and jurisdictions under the law. As of today, The Kentucky Civil Rights Act protects people from discrimination based on the following:

### **Employment**

It is illegal for employers to discriminate based on race, color, religion, national origin, sex, disability, retaliation and age (40 and over). This applies in hiring, discharging, work conditions, union membership and advertising. Discrimination by employers against smokers or non-smokers is also illegal. The law applies to employers of eight or more people (15 in a disability claim), in employment agencies, labor organizations, licensing agencies, and the Commonwealth of Kentucky and its political subdivisions, including public schools.

### **Public Accommodations**

It is illegal for public accommodations providers to refuse or deny the full and equal enjoyment of goods, facilities and accommodations based on race, color, religion, national origin, sex or disability. The law covers places that supply goods or services to the general public, such as restaurants and retailers; places that solicit or accept the patronage of the public; or places that are supported directly or indirectly by government funds.

### **Housing**

Discrimination is illegal in the sale, rental, or financing of housing because of race, color, religion, national origin, sex, disability or familial status. The law covers financial institutions, real estate brokers, builders, operators, developers, insurance agents, owners or managers of rental units, and individual owners who place their property on the real estate market by advertising or displaying a notice.

### **Financial Transactions**

The denial of credit or financing by a financial institution or person offering credit is illegal when based on race, color, religion, national origin, sex or disability.

### **Retaliation**

It is illegal to coerce or retaliate against any individual who files a complaint with the Kentucky Commission on Human Rights.



### III. Major Activities

The Commission currently operates through four major branch units:

- General Administration and Support
- Enforcement
- Outreach and Education
- and Legal Affairs

**KRS 344** states that the function of KCHR shall be to safeguard all individuals within the state from discrimination because of familial status, race, color, religion, national origin, sex, age 40 and over, or because of the person's status as a qualified individual with a disability

Thereby to protect [all individuals within the state's] interest in personal dignity and freedom from humiliation, to make available to the state their full productive capacities, to secure the state against domestic strife and unrest which would menace its democratic institutions, to preserve the public safety, health, and general welfare, and to further the interest, rights, and privileges of individuals within the state.

According to **KRS 344:180**, the powers and duties of the commission shall be:

- To employ an executive director and other necessary personnel within the limits of funds made available;
- To conduct research projects or make studies into and publish reports on discrimination in Kentucky;
- To receive and investigate complaints of discrimination and to recommend ways of eliminating any injustices occasioned thereby;
- To hold public hearings and request the attendance of witnesses;
- To cooperate with other organizations, public and private, to discourage discrimination;
- To make an annual report to the Governor of its activities under [KRS 344].

Selected additional powers and duties detailed in **KRS 344:190**, include:

- To promote the creation of local commissions on human rights, to cooperate with state, local, and other agencies, both public and private, and individuals.
- To render annual written reports to the Governor and the Legislature. The reports may contain recommendations by the KCHR for legislative or other action to effectuate the purposes and policies of [KRS 344].

### III. Major Activities

#### The Enforcement Process: Intake, Enforcement, and Legal Affairs Units

##### **Filing a Complaint**

A person who believes he or she has been illegally discriminated against may contact our office by phone, mail, e-mail, via our website or in person. This begins the complaint process. An intake or enforcement officer takes the complaint and asks questions of the complainant.

Complaints must be filed on a timely basis. Complaints in public accommodations, employment, financial transactions and retaliation must be filed within 180 days of the incident. Housing complaints must be filed within 365 days of the incident.

##### **Conciliation**

Our enforcement officers work to conciliate the complaint. Conciliation involves negotiating between the parties that have been charged with discrimination and the person(s) who made the complaint. Conciliation talks can lead to a settlement, which may include a monetary award.

##### **Investigation**

Once the complaint is filed, we undertake a thorough and impartial investigation. Investigators conduct interviews and gather facts from the person making the complaint and those who have been charged with discrimination.

##### **Findings**

If, after investigating the complaint, the commission does not find evidence to support the complaint, the enforcement officer makes a no probable cause recommendation. The commission may dismiss the complaint. The person who filed the complaint is notified.

When the evidence is strong enough to believe that illegal discrimination has probably occurred, a finding of probable cause is recommended.

##### **Litigation and Administrative Hearings**

If investigation leads to a probable cause recommendation, the complaint moves to the litigation phase.

Our staff attorneys work on behalf of the complainant to conciliate, persuade or litigate in matters concerning the discrimination complaint.

In the event that no conciliation settlement can be reached, the commission conducts a hearing. Attorneys in our office represent the person who is making the discrimination complaint and the agency at the hearing. Hearings are similar to civil trials where evidence and testimony are presented and commissioners make a final determination with the authority of a court of law.

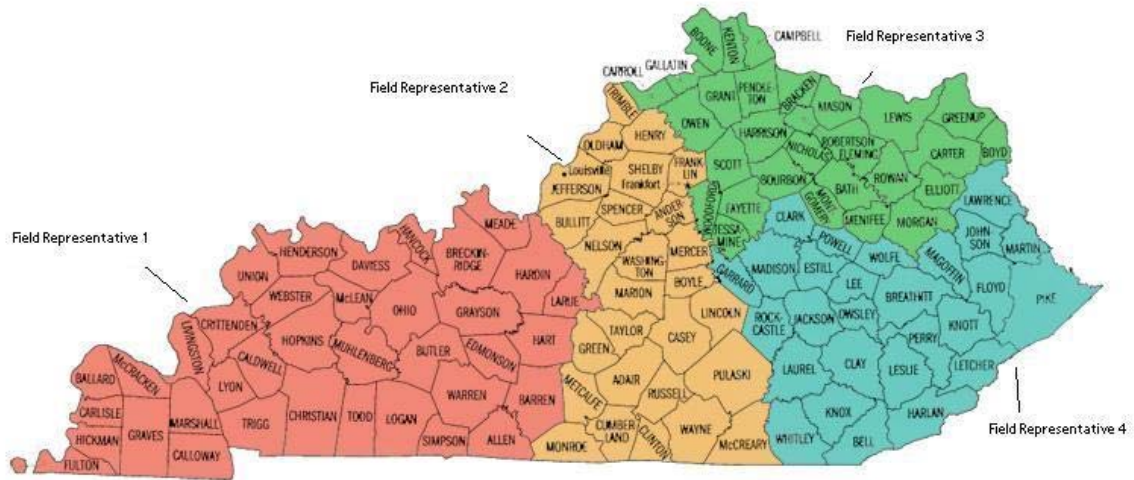
##### **Enforcement**

When the commission determines that discrimination has occurred, the parties charged with discrimination may be ordered to cease and desist from any further discrimination and to remedy past discrimination. A remedy can include a monetary award, policy change, employment reinstatement or an accommodation in housing.

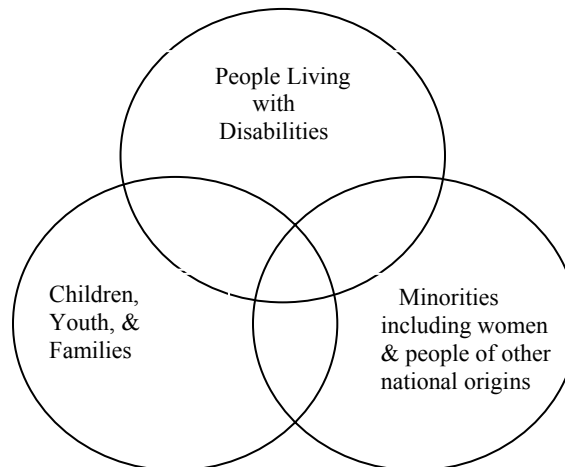
Commission final orders have the authority of those by a court of law. A commission decision may be appealed to a circuit court within 30 days of the order.

### III. Major Activities

#### Education and Outreach Unit



It is a statutory requirement of KRS 344, that the Kentucky Commission on Human Rights (KCHR) educate the public on, and advocate for human and civil rights issues, as well as assist in the development of local commissions by strengthening the relationships with those who share the common goal of eradicating discrimination in the Commonwealth. This is accomplished through the Education and Outreach division, formerly called the Research and Information unit. Activities include community outreach (local commissions, meetings, community exhibits and non-jurisdictional inquiries), research, education/training outreach, media outreach (press releases, web page, publications), and special projects and events. Target populations for outreach this biennium are:



The Education and Outreach division currently consists of four human rights field representatives, a program coordinator, a research specialist, and the Communications and legislative Affairs Director for the Agency. Field representatives have recently begun to cover the four major regions of the Commonwealth as depicted in the above map to enhance the effectiveness of Education and Outreach in Kentucky communities.

### III. Major Activities

#### OUTREACH AND EDUCATION: IMMIGRANT, MIGRANT, REFUGEE OUTREACH PROGRAMS IN THE SPOTLIGHT

“We must work together to help foster a climate where all residents of Kentucky may thrive.”

*-Juan Peña, KCHR Immigrant Outreach Supervisor*

“Kentucky’s competitive future with a declining young adult population will be determined by its investment in a diverse population. The educational levels of our minority and immigrant population vary significantly. Kentucky must increase the educational level of those “at risk” for its own competitiveness. Quality schools serving the growing minority population and program serving the Limited English Proficient students are critical to economic prosperity of our state.”

*Ron Crouch, head of the Kentucky Data Center*

From 1990 to 2000, the Hispanic populations in Kentucky rose by 172.6 percent, according to the U.S. Census. The newly released 2006 American Community Survey, ACS, estimate the 2006 Hispanic population in Kentucky at 85,938, an increase of 43.3 percent since 2000. Many believe the undocumented Hispanic population is significantly larger – probably by two to four times – than the official count.

#### Annual Kentucky Commission on Human Rights International Day

On March 22, 2007, the Kentucky Commission on Human Rights with the Louisville Metro Office for International Affairs hosted the second open house celebrating the Kentucky Human Rights International Day. Leaders from immigrant communities across the state attended this important event. The open house provided an opportunity for people to tour the office of the Kentucky Human Rights Commission and meet the commissioners and staff. The goal of the open house was to ensure that leaders from the state’s immigrant communities have personal contacts at the commission, are aware of our services and have a voice in our work to ensure adequate services for immigrant residents. The commission will continue to hold this annual event in the years of 2008 through 2012.

#### Annual Kentucky Hispanic Networking Summit

On October 4, 2007, we hosted the 3<sup>rd</sup> Kentucky Hispanic Networking Summit. The summit fostered a mutual understanding and increased communication and collaboration between the federal, state, and local government and the Hispanic community. We had about 140 Hispanic and immigrant leaders and federal, state and local government officials across Kentucky.

The Open House and Networking Summit are pieces of KCHR’s comprehensive ongoing efforts to include all minority populations in our civil rights work to ensure that every resident in Kentucky has equal access to housing, employment and public accommodations.

### III. Major Activities

#### OUTREACH AND EDUCATION: YOUTH PROGRAMS IN THE SPOTLIGHT



Mural by the delegates of the Paducah/Murray Kentucky Remembers! Youth Leadership Camp 2007

#### *KY Remembers!* Carter G. Woodson Human Rights Heritage Project

The mission of the *KY Remembers!* Project is to support a state-wide commitment to preserving and teaching the history of human rights struggle in Kentucky, while building youth leadership.

In 2007 KCHR hosted the first five *KY Remembers!* Youth Leadership Camps across the state to guide youth participants ages 13-18 in documenting regional histories of Kentucky struggles for human rights. Youth selected to be delegates to *KY Remembers!* Camps participate in an intensive 3-week program and a weekend team-building retreat during summer break:

- **Week 1:** Youth delegates record interviews with human rights advocates honored through the Kentucky Civil Rights Hall of Fame.
- **Week 2:** Youth use photography, video, community tours, discussion forums, and guest speakers to design a map of human rights in their community.
- **Week 3:** Teams work with a professional artist to create a traveling mural.

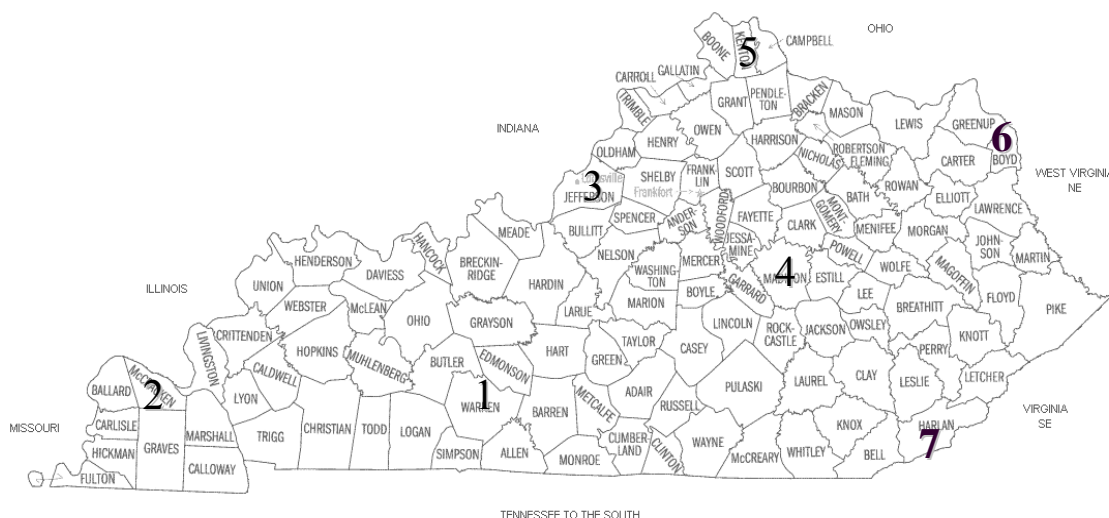


### III. Major Activities

#### OUTREACH AND EDUCATION: YOUTH PROGRAMS IN THE SPOTLIGHT

##### *KY Remembers!* Youth Leadership Training Camps

- REGION 1: Two Rivers: Bowling Green (Warren County) **Completed**  
 REGION 2: The Lakes: Paducah (McCracken County) **Completed**  
 REGION 3: Jefferson: Louisville (Jefferson County) **Completed**  
 REGION 4: Southern Bluegrass: Richmond/Berea (Madison County) **Completed**  
 REGION 5: Northern Bluegrass: Covington (Kenton County) **Completed**  
 REGION 6: Eastern Mountains: Ashland (Boyd County) **Summer 2008**  
 REGION 7: Southeast Cumberland: Harlan (Harlan County) **Summer 2008**



The *KY Remembers!* Project was a cross-organizational collaborative effort of:

- The Kentucky Arts Council;
- The Kentucky Oral History Commission;
- The Kentucky Folklife Center;
- The Kentucky African American Heritage Commission;
- The Governor's Office for Minority Empowerment;
- Kentucky State Parks.

Kentucky Universities supporting students, housing, and scholarships in 2007 included:

- Berea College;
- Eastern Kentucky University;
- Murray State University;
- University of Louisville;
- Western Kentucky University;
- Northern Kentucky University.

### III. Major Activities

#### OUTREACH AND EDUCATION: INITIATIVES IN THE SPOTLIGHT

- ♦ **The KCHR Human Rights Leadership Development Institute** The KCHR Human Rights Leadership Training Institute is a highlight initiative of the KCHR 2008-2012 strategic plan designed to enhance the capacity of KCHR employees and community members to be effective advocates of human rights issues in Kentucky. It will provide training for local human rights commissions, members, affiliates, supporters and other human rights.
- ♦ **KCHR 2008 Special Civil Rights Presentation Series** Starting in 2008, KCHR will coordinate and host special series to educate the public about current issues in human rights, civil rights milestones, and civil rights achievements. These programs and activities highlight the full spectrum of the Kentucky Civil Rights Act protected classes.
- ♦ **KCHR Human Rights Speakers Bureau** Starting in 2008, the KCHR will begin to offer a Human Rights Speakers Bureau to give local human rights commissions, businesses, community groups, social justice organizations, and schools the opportunity to have experts speak on various human and civil rights issues, laws, and trends at a reasonable cost.
- ♦ **KCHR 50<sup>th</sup> Anniversary Celebration** In 2010 the commission will host a weekend-long event recognizing the 50<sup>th</sup> Anniversary of the agency. It will be the culmination of a year-long celebration of the commission and the principles of equality and non-discrimination that it was founded upon.
- ♦ **Gallery of Great Kentuckians** This new initiative is a spin-off of the Gallery of Great Black Kentuckian free posters and bookmarks which were introduced in 1970 to teach students and young people about the contributions of African Americans in the Commonwealth. The new Gallery will feature Kentuckians from other various protected classes as well who have made a positive mark as role models.
- ♦ **Human Rights Advocacy Hearings** KCHR will host a series of hearings in 2008 that will result in a publication designed to inform commission members and the public of current issues relating to equal opportunity in Kentucky.
- ♦ **Project Partnership with Cabinet for Health and Family Services** This joint venture will address disproportional and disparate outcomes for African Americans in the Child Welfare System. It will review related statistics in Kentucky regions with a focus on recommending solutions.
- ♦ **Research Reports** Periodic research projects will be conducted with findings and possible recommendations being published in reports to the public regarding various protected class-related statistics.



### III. Major Activities

#### OUTREACH AND EDUCATION: TRAINING PROGRAMS IN THE SPOTLIGHT

**Fair Housing**

These sessions are designed for housing providers, realtors, financial lenders, advertisers, media, community groups and the public to outline Fair Housing rights and how to comply with the law.

**Cultural diversity**

This training is designed to share information with employers and employees or community groups about the benefits and challenges of cultural diversity. Topics discussed include “Why diversity is important,” “How our views are formed” and “Fostering open communication.” Participants are encouraged to participate in open discussion. The course is aimed at increasing work productivity and environment or enhancing and improving community relations.

**Building Culturally Sensitive Teams**

This workshop uses the principles of the Cultural Diversity training to encourage building work teams that are positive and productive. It provides skills to help members fully utilize one another’s abilities and talents for group success.

**Sexual Harassment**

This workshop teaches participants how to comply with sexual harassment law and demonstrates how they are protected by the law. It is designed to protect employers and employees. It provides tips on how to foster and ensure sexual harassment-free environments in the workplace.

**The Kentucky Civil Rights Act (KRS 344)**

This workshop teaches participants how to comply with and how they are protected by Kentucky’s law against discrimination. It tackles general topics about the commission, how we enforce the law, how to file a complaint, what to do if you are served with a complaint and other information found in our state statute, KRS 344, or the Kentucky Civil Rights Act.

**Custom Training**

Education sessions or workshops can be created to fit the needs of any community, business or group. They can include the above topics, as well as other civil rights issues, such as how to start a local commission in a region. Those requesting training may call our agency with a “wish list,” and we will work with them to create the perfect workshop for their needs.

**New Commissioner Orientation and Training**

Orientation sessions introduce new local commissions to the Kentucky Commission on Human Rights partnership and discuss the roles of local commissions along with education and outreach options for their communities. New commissioner training provides KRS 344 and intake instruction.

#### NEW KCHR TRAINING SESSIONS

**The Origins of Racial Discrimination**

This two day workshop will focus on the origins of racism by enhancing participant knowledge and understanding of institutional racism, and an understanding of its historical perspective. The workshop will allow participants to gain knowledge about how to effectively work with constituencies, organizations and communities.

**Mediation Training**

KCHR can provide mediation training to local commissions. The training will include an introduction to mediation principles and process, mediation concepts and skills, theories and strategies for conflict resolution, and negotiation techniques. In addition, KCHR will provide the information needed to become a certified mediator in Kentucky through private agencies or the Administrative Office of the Courts.

## IV. PLAN OF ACTION

KCHR's Plan of Action presents a strategic vision for the future of the commission developed on the foundations of four highlight goals for the 2008-2012 years. The following tables provide an overview of these goals, the associated objectives and the initiatives we will be pursuing to accomplish them. This is a tool for measuring our performance as an organization accountable to the people of Kentucky and to our mission.

Known for its gentle, rolling hills, its stunning bluegrass, and its rich rivers and streams, Kentucky is a beautiful home; yet, with all Kentucky has to offer, we realize that our state, like the rest of our country, is not immune to the ugliness of poverty, prejudice, hatred and discrimination. We will continue to work for furthered progress regarding equal access and equal opportunity utilizing the Plan of Action.

GOAL	Objectives	Initiatives
<b>(1)</b> <b>Conduct High Quality Investigations in a Timely Manner</b>	1.1 Provide a Professional Experience to our Clientele from Intake to Investigation	1.1.1 Provide customer service training and expectations to the intake and investigator staff  1.1.2 Utilize Customer Surveys
	1.2 Provide Professional Development Training to all enforcement and legal staff	1.2.1 Procure and Support Professional Development Training (External and Internal – KCHR Human Rights Leadership Training Institute)
	1.3 Reduce Open Case Age	1.3.1 Implement management oversight and review steps to ensure timely and accurate completion of cases  1.3.2 Document target goals for reducing overall case age by qualifying expectations in staff Annual Performance Plans  1.3.3 Implement a new mediation unit review process to assist with reducing case age
	1.4 Fill Vacant Investigator and Intake Positions	1.4.1 Staff investigators at current manning authorizations  1.4.2 Staff intake officers at current manning authorizations
	1.5 Promote the peaceful resolution of conflict between parties through a new mediation unit	1.5.1 Staff mediation unit  1.5.2 Develop and implement model in-house mediation training and mediation program

## IV. PLAN OF ACTION

### Kentucky Commission on Human Rights: Strategic Plan 2008-2012

Goal	Objectives	Initiatives
<b>(2)</b>  <b>Increase Agency Visibility through Communication &amp; Programming</b>	2.1 Develop a high functioning KCHR Communications unit	2.1.1 Fully staff the KCHR Communications Unit  2.1.2 Develop and Implement an integrated Annual Communications Strategy including quarterly newsletters, agency civil rights reports, position statements, and media outreach statewide  2.1.3 Develop new, high quality KCHR exhibits  2.1.4 Maintain a website with accurate and up-to-date information for public use
	2.2 Undertake high impact non-discrimination educational programming that highlights all protected classes under KRS344	2.2.1 Strengthen Immigrant, Migrant, Refugee Outreach Initiatives  2.2.2. Strengthen Youth Outreach Initiatives  2.2.4 Host two town forums each year highlighting different protected classes, particularly Disability Rights  2.2.5 Provide Special Diversity Training for Institutions of Higher Education  2.2.6 Launch the KCHR Gallery of Great Kentuckians
	2.3 Strengthen KCHR's state-wide presence	2.3.1 Open Field Offices in Western and Eastern Kentucky  2.3.2 Hold commission meetings alternately in different regions across the state  2.3.3 Distribute KCHR Field Representatives workload to strategically cover the four major regions of the state  2.3.4 Develop a state-wide KCHR Volunteer Core
	2.4 Host public educational, history, and recognition programs across the state	2.4.1 Host Civil Rights Education Series at commission meetings state-wide  2.4.2 Host the Leadership Conference on Civil Rights 2008 Regional Conference in Kentucky  2.4.3 Host an Annual Open House/ Kentucky Human Rights Workers Conference  2.4.4 Produce the Civil Rights Hall of Fame 2010  2.4.5. Produce a 50 <sup>th</sup> Year Anniversary Program
	2.5. Actively participate with organizations promoting equal opportunity and human rights	2.5.1 Attend and present at public functions and events  2.5.2 Distribute high quality, accurate, and useful literature

## IV. PLAN OF ACTION

### Kentucky Commission on Human Rights: Strategic Plan 2008-2012

Goal	Objectives	Initiatives
<b>(3)</b>  <b>Enhance State-wide Partnerships and Awareness Raising Advocacy Efforts</b>	3.1. Provide technical and programmatic support for local human rights/ relations commissions	3.1.1 Assist in establishing new human rights/ relations commissions across the state  3.1.2 Provide quality human rights trainings to existing human rights/ relations commissions  3.1.3. Host best-practices recognition programs  3.1.4 Launch the KCHR Speaker's Bureau Program  3.1.5 Assist in reactivating the National Association of Human Rights Workers (NAHRW) Kentucky Chapter
	3.2 Design KCHR model public training programs to provide education on the Kentucky Civil Rights Act and principles of non-discrimination	3.2.1 Revise all present KCHR public Training Modules  3.2.2 Revise all internal KCHR Training  3.2.3 Develop and launch the new KCHR Human Rights Leadership Development Institute
	3.3 Develop a KCHR comprehensive Hate Crimes and Hate Incidents Program and enhance all Police/ Community relations work of the commission	3.3.1 Reinvigorate Hate Crime Advisory Group  3.3.2 Launch Internal Task force on Hate Crime and Hate Incidents  3.3.3. Launch Hate and Violence Information Network (HAVIN)  3.3.4 Host Police & Community Relations Forums  3.3.5 Develop KCHR/ FBI Citizens Academy Program
	3.4 Host State-wide Summits	3.4.1 Host Civil Rights Leadership Summits  3.4.2 Local Human Rights Commission Roundtables  3.4.3 Produce Annual Kentucky Human Rights Workers Conference
	3.5 Maintain a strong legislative program	3.5.1 Provide technical assistance in developing and implementing legislative plans regarding Civil Rights  3.5.2. Monitor, identify, and respond to proposed legislation affecting civil rights
	3.6 Develop a new KCHR Fair Housing Initiative	3.6.1. Implement Fair Housing Initiative Program Grant  3.6.2 Implement housing testing program and issue reports on housing integration and staggered income housing.

## IV. PLAN OF ACTION

Strategic Goal	Objectives	Initiatives
<b>(4)</b> <b>KCHR as a model workplace</b>	4.1 Obtain funding for resources essential for efficient law enforcement and commission duties	4.1.1 Work with legislature to obtain full funding 4.1.2 Develop strong partnerships for additional funding sources across the state 4.1.3 Aggressively seek out grants for commission work
	4.2. Maintain a professional staff with high morale	4.2.1 Provide opportunities for leadership & mobility 4.2.2 Provide training and education 4.2.3 Maintain a harmonious & productive work environment 4.2.4 Consistently support and recognize staff
	4.3. Offer in-house training and external training to make the commission's work more effective, accessible, and timely	4.3.1 Develop and institute KCHR Human Rights Leadership Training Institute 4.3.2 Provide bi-monthly mini-trainings for staff 4.3.3 Secure training and education funding
	4.4. Seek out ways to use technology to make the commission's work more effective	4.4.1 Enhance KCHR website 4.4.2 Provide specific technology training 4.4.3 Utilize Video conferencing 4.4.4 Develop and provide on-line staff training 4.4.5 Provide laptop accessibility for all units
	4.5 Form and maintain partnerships with other organizations to maximize the impact of the commission	4.5.1 Maintain current partnerships 4.5.2 Form new partnerships

This Plan of Action is anchored both in the mandate given by the state legislature and in the 2007 Blue Ribbon Commission Report to develop the Kentucky Commission on Human Rights into a premiere Human Rights Commission for the 21<sup>st</sup> Century. The plan reflects a fundamental commitment of the current Executive Director to honor the historic legacy of the commission's work in the Commonwealth through a program of action that is both courageous and competent. The commission will undertake quarterly assessment activities to measure progress against the Strategic Plan, being mindful of the limitations that may exist if adequate funding is not gained in this year's budget appropriation process.

## V. Key External Factors

### Influences Outside KCHR Control Impacting Our Work:

- Limited financial resources;
- Population growth and demographic changes that affect volume and type of discrimination complaints, our employee and customer base, and Kentucky's changing economy;
- Increasing realization and emphasis by business leaders and the region on the state's ability to compete in a global market;
- The Commonwealth of Kentucky's national reputation regarding human rights issues;
- Attempts by advocacy groups, businesses and persons in positions of power to influence KCHR decisions based on interests other than impartial fact-gathering and legal analysis;
- The commission's adherence to confidentiality protects the interests of parties but can make it difficult for the commission to respond to criticism from outsiders about its work;
- Changes in federal laws, EEOC contracting principles, or new court decisions;
- Statutory and regulatory restrictions on the commission's ability to obtain evidence and to facilitate timely cooperation from parties.

### The Position of KCHR on Outside Factors

The eradication of discrimination by its very nature challenges well established power relationship and will at times make the commission controversial among some powerful individuals and organizations.

The commission must maintain impartiality and confidentiality in case processing, even though doing so may impact negatively on efforts to maintain effective working relationships with business, industry and constituent groups.

For the commission to function in an effective and efficient manner, it must play an active role in creating its own direction, always in consultation with others, but ultimately guided solely by its mission and mandate, mindful of external limitations.

## VI. Major Partners

“In a multiracial society, no group can make it alone...Group unity was always enlarged by joining in alliances with other groups...”

*Martin Luther King, Jr.*

### **Current Federal Partnerships**

#### **U.S. Equal Employment Opportunity Commission**

The Equal Employment Opportunity Commission, or EEOC, is the federal agency tasked with enforcement of the federal employment discrimination laws in the United States.

The EEOC's mandate is specified under Title VII of the Civil Rights Act of 1964, the Equal Pay Act, the Age Discrimination in Employment Act (ADEA), the Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA).

The Kentucky Commission on Human Rights has a long- standing partnership with the Equal Employment Opportunity Commission (EEOC). Under a work sharing agreement, the Kentucky Commission on Human Rights investigates and receives reimbursement for complaints that would otherwise be filed with the EEOC under federal Law.

Each year the KCHR negotiates a new contract with the EEOC. Contract levels fluctuate in response to federal funding availability and the agency's internal capacity. Currently, the KCHR is pursuing ways to increase its contract with EEOC which would be possible if the enforcement unit was fully staffed.

#### **U.S. Department of Housing and Urban Development**

The Department of Housing and Urban Development (HUD) is the federal agency charged with the mission to increase homeownership, support community development and increase access to affordable housing free from discrimination. The KCHR has a similar work sharing agreement with HUD to receive and conduct housing complaints that would otherwise be filed with HUD under federal law. KCHR has conducted many joint activities with HUD and other local civil rights and community groups. This year, KCHR was the recipient of a Fair Housing Improvement Program (FHIP) grant from HUD to support Fair Housing initiatives across the state with a regional emphasis on eastern Kentucky and a focus on reaching people living with disabilities and new immigrants in Kentucky. Trainings on fair housing are provided for housing providers, housing-service agencies, Kentucky residents, attorneys, and others.



## VI. Major Partners

### **Kentucky Local Human Rights/Relations Commission Partners**

Ashland Human Rights Commission  
Bardstown Human Rights Commission  
Bowling Green Human Rights Commission  
Covington Human Rights Commission  
Danville/Boyle County Human Rights Commission  
Franklin/Simpson Human Rights Commission  
Hazard Human Rights Board  
Henderson/Henderson County Human Relations Commission  
Hopkinsville Human Relations Commission  
Lebanon Human Rights Commission  
Lexington/Fayette Urban County Human Rights Commission  
Louisville/Jefferson County Metro Human Relations Commission  
Mayfield Human Rights Commission  
Maysville Human Rights Commission  
Midway, Versailles & Woodford County Human Rights Commission  
Murray Human Rights Commission  
Owensboro Human Relations Commission  
Paducah Human Rights Commission  
Paris Human Rights Commission  
Richmond Human Rights Commission  
Russellville/Logan County Human Rights Commission

## VI. Major Partners

### **Human Rights Organization Partners (Partial List)**

**A. Phillip Randolph Institute**  
**ACLU of Kentucky**  
**Affirmative Action Advisory Committee**  
**African American Catholic Ministries**  
**AFSCME of Kentucky**  
**American Baptist Newspaper of KY**  
**Arch Diocese of Louisville - Rural Ministry Center**  
**Ashland NAACP**  
**Bardstown NAACP**  
**Bluegrass Farm Chaplaincy, Inc**  
**Bluegrass Farm Workers Health Center**  
**Boat People S.O.S.**  
**Bowling Green NAACP**  
**Business and Professional Women River City**  
**Cabinet for Health and Family Services**  
**Campbellsville University**  
**Cathedral Heritage Foundation**  
**Catholic Charities**  
**Catholic Charities - Bardstown**  
**Catholic Diocese of Owensboro**  
**Center for Accessible Living**  
**Center for Women and Families**  
**Centro del Immigrante in Paducah**  
**Centro Latino - Owensboro**  
**Centro Latino - Shelbyville**  
**Centro Latino in Danville**  
**Children's Law Center**  
**Church Women United of the Louisville Area**  
**Coalition for the Homeless**  
**Community Action Agency**  
**Council on Post Secondary Education/Committee on Equal Opportunity**  
**Covington Hispanic Resource Center**  
**Covington Police Department**  
**Danville NAACP**  
**Department of Local Government**  
**Director Hispanic Ministry of Lexington Catholic Diocese**  
**Eastern Area Community Ministries in Louisville**  
**Education Equity Task Force**  
**Equal Employment Opportunity Commission**  
**Erlanger NAACP**  
**Fair Housing Council**  
**Federal Bureau of Investigation**  
**Fellowship of Reconciliation**

## VI. Major Partners

### **Human Rights Organization Partners (Partial List continued)**

Frankfort NAACP Franklin County  
Latino Coalition Fund for Women  
Georgetown NAACP  
Governor's Child Labor Committee  
Governor's Housing Conference  
Governor's minority Management Task Force  
Henderson NAACP  
Hispanic Association, Inc  
Hispanic Community Center in Louisville  
Hispanic Ministries in Shelbyville  
Hispanic Ministry - Covington  
Hopkinsville NAACP  
Intergovernmental Black History Committee  
International Association of Official Human Rights Agencies  
Irvington NAACP  
Jefferson Board of Education  
Jefferson County Clerk  
Jefferson County Community Action Committee  
Jefferson County Police Department  
Jefferson County Public Schools  
Jewish Community Federation of Louisville  
Jewish Family and Vocational Services  
Kentuckiana Interfaith Community  
Kentucky Housing Corporation  
Kentucky Alliance against RPR  
Kentucky Association on Government Communicators (KAGC)  
Kentucky Commission on Women  
Kentucky Conference of NAACP Branches  
Kentucky County School Board  
Kentucky Disabilities Coalition  
Kentucky Fairness Campaign  
Kentucky Hate Crimes Task Force  
Kentucky Mexican American Relations Institute  
Kentucky Migrant Legal Services  
Kentucky NAACP  
Kentucky Rainbow Coalition  
Kentucky Real Estate Commission  
Kentucky River Foothills  
Kentucky State Date Center  
Kentucky Youth Advocates  
Kettering Foundation  
Ketuckiana Metroversity  
La America Community Center  
La Amistad in Covington  
LaGrange NAACP  
Latino Club of Louisville  
Legal Aid Society of Louisville  
Lexington Cardinal Valley Center  
Lexington Fair Housing Council  
Lexington Hispanic Association, Inc  
Lexington Urban League

## VI. Major Partners

### Human Rights Organization Partners (Partial List continued)

Lincoln Bicentennial Commission  
 Louisville Defender Newspaper  
 Louisville Hispanic/Latino Coalition  
 Louisville Latino Coalition  
 Louisville NAACP  
 Louisville NAACP  
 Louisville Office for International Affairs  
 Louisville Tenants Association  
 Louisville Urban League  
 Louisville Urban League  
 Madisonville NAACP  
 Mantle Rock Center  
 Martin Luther King, Jr. State Commission  
 Maysville/Mason County NAACP  
 Metro Disability Coalition  
 Metropolitan Housing Coalition Predatory Lending Panel  
 Migrant Network Coalition  
 Mujeres unidas in Richmond  
 National Association of Human Rights Workers  
 National Coalition Building Institute - Louisville Chapter  
 National Conference for Community and Justice  
 National Council of Jewish Women - Louisville Chapter  
 National Council of Negro Women - Louisville Chapter  
 National Fair Housing Alliance  
 NETWORK  
 Northern Kentucky African American Heritage Task Force  
 Northern Kentucky NAACP  
 Office of Latino Student Affairs of Northern Kentucky University  
 One Louisville  
 Owensboro Centro Latino  
 Owensboro NAACP  
 Owensboro Plaza Community Center  
 Paris NAACP  
 Peace Education Program  
 Planned Parenthood of Kentucky, Inc  
 Providence NAACP  
 Russellville NAACP  
 Saint Susana Catholic Church in Elkton  
 Shelbyville Latino Center

The best way to solve any problem is to remove its cause.  
*Martin Luther King, Jr., Stride Toward Freedom*<sup>3</sup>

---

King, Jr. M.L. Stride toward Freedom: The Montgomery Story. New York: Harper, 1958

## VI. Major Partners

### New Partnership Outreach and Expansion Efforts

In addition to working with our traditional partners, i.e., local human rights commissions during this biennium period, we will engage in collaboration with additional partners from a diverse background who have responsibility and/or commitments to foster equal opportunity and civil rights protections. Examples of these partnerships include the following:

#### **Federal Bureau of Investigation**

- To establish KCHR/FBI Citizens Academy to facilitate improved police community relations and to reduce hate crime activity

#### **Berea College and Simmons College**

- To facilitate Kentucky Commission on Human Rights' Leadership Development Institute

#### **Lindsey Wilson College of Columbia, Kentucky**

- Regarding summer intern program for pre-law students

#### **University of Louisville, Northern Kentucky University and University of Kentucky**

- The Color of Justice Program

#### **Louisville Metropolitan Housing Coalition**

- Regarding statewide report on fair housing programs

#### ***The Louisville Defender Newspaper***

- Regarding a monthly column and a Black History Month insert regarding the work of civil rights commissions throughout Kentucky
- Defender's 75<sup>th</sup> Anniversary Celebration highlighting the Kentucky Civil Rights Act and work of the Kentucky Commission on Human Rights

#### **Juneteenth Legacy Theatre**

- To educate the public about the contributions of persons honored in the Kentucky Commission on Human Rights' Gallery of Great Black Kentuckians

#### **Kentucky State Data Center at the University of Louisville**

- To develop presentations that highlight the conditions of discrimination in Kentucky

## VI. Conclusion



*Ashley Jackson & Jennifer Wallin, KCHR College Interns*

**“The Great thing in this world is  
Not so much where we are,  
But in what direction we are moving.”  
-Oliver Wendell Holmes**

**On behalf of the Kentucky Commission on Human Rights**, and in honor of the many unsung human rights workers who have passed, this strategic plan provides a new vision for a new time at the commission, in our Commonwealth, and our world. As you review this action plan, we hope that it is apparent that our strategies are true to our mission and do justice to the needs of all Kentuckians.

**In honor of the many unsung human rights workers who have left us, this strategic plan provides a new vision for a new time in Kentucky history.**

We appreciate the support we receive from both the Office of the Governor and the Legislature in carrying out this important work. Budget-tightening has made our work ever more difficult, but we remain dedicated to fulfilling our shared goal of making Kentucky one of the best places in the nation for people of all backgrounds to live, work, and raise a family.

## VI. Conclusion

At the Commission, we are proud of our achievements in human rights, which stretch over the last 46 years. With headquarters in Louisville and the Northern Kentucky office in Covington, the KCHR has opened doors of opportunity for thousands of people.

But we also know, what has been noted in a recent study by the Harvard University that “the world in which human rights commissions first came to function has changed.” Our vision for the Commonwealth is a new era of national recognition as a leader in the arena of human rights.

Kentucky must build a critical *human* infrastructure: the bridges of trust, respect, and mutual understanding that will provide generations to come the foundation for a future in the Commonwealth brighter even than our past.

We must broaden our vision and readjust our strategies in order to foster mutual respect and understanding in today’s changing Kentucky. This is a challenging time, but a promising time for our state. We no longer accept as adequate “running harder to stay in place.”

Today, the Kentucky Commission on Human Rights stands ready to make the *extraordinary* effort needed for Kentucky to make *extraordinary* gains built on both a technological, transportation, and environmental infrastructure and on a critical *human* infrastructure: the bridges of trust, respect, and mutual understanding that will provide generations to come the foundation for a future in Kentucky brighter even than our past.





*Photograph Courtesy of Erin Spalding, KCHR Paralegal*

*Special Thanks To:*

The Idaho Commission on Human Rights, the Washington State Human Rights Commission,  
and the Executive Session on Human Rights Commissions and Criminal Justice  
hosted at the Kennedy School of Government at Harvard University  
for excellent strategic planning models and scholarship that assisted us in drafting this Strategic Plan.

*To:*

The dedicated members of the Blue Ribbon Commission to study  
The Kentucky Commission on Human Rights convened from 2005 to 2007.

*And To:*

The current and past staff, Commissioners, and volunteers of the KY Commission on Human Rights,  
the countless staff, volunteers, and supporters of local human rights/ relations commissions, and other  
organizations fostering human rights all across the Commonwealth of Kentucky  
for their assistance in developing this strategic plan.

# The Kentucky Commission on Human Rights

## STAFF

### Administration

John Johnson	Executive Director
Linda Thompson	Executive Secretary
Cynthia Fox	Executive Staff Advisor
Karen Crooks-Davis	Fiscal Manager
Vickie Rodgers	Office Specialist Assistant
Sandra Coffey	Administrative Specialist
Gary Wathen	Network Analyst

### Enforcement Branch

Art Kaufman	Human Rights Enforcement Branch Manager
Mary Davis	Administrative Specialist
Cynthia Thornburg Schnell	Housing/Intake Supervisor
Michael Foree	Human Rights Compliance Officer
LiAndrea Goatley	Administrative Specialist
Patricia Nipper	Administrative Specialist
Kim Wiley	Administrative Specialist
Mary Ann Taylor	Employment/Public Accommodations Supervisor
Sherita Davis	Human Rights Compliance Officer
Aneeka Ferrell	Human Rights Compliance Officer
Peter Lendh	Human Rights Compliance Officer
Leslie Marlin	Human Rights Compliance Officer
Wanda Melvin	Human Rights Compliance Officer
Chad Stratton	Human Rights Compliance Officer
Addie Williams	Human Rights Compliance Officer

### Outreach & Education

Juan Peña	Human Rights Field Supervisor
John C. K. Fisher	Human Rights Field Supervisor
Glenda Green	Program Coordinator
Kevin Gunn	Human Rights Regional Field Representative
Caitlin Swain-McSurely	Human Rights Field Representative
Victoria Dempsey	Communications and Legislative Affairs Director
Talal Abugabal	Research Specialist

### Legal

Morgan Ransdell	Staff Attorney Manager/Assistant General Counsel
Erin Spalding	Paralegal
Emily Hartlage	Staff Attorney
Alteata McWilliams	Staff Attorney



## **Kentucky Commission on Human Rights**

332 W Broadway, Suite 700, Louisville, Kentucky 40202

Phone: 502.595.4024 Toll free: 800.292.5566

TDD: 502.595.4084 Fax: 502.595.4801

E-mail: [kchr.mail@ky.gov](mailto:kchr.mail@ky.gov)

Website: [www.kchr.ky.gov](http://www.kchr.ky.gov)